

## Tony Crosland, think again



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## Mark Cox clear leader



## Beaufort ewer makes $£ 12,000$
















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## RESTAURANTS

CONTRACTS AND
TENDERS

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by RONALD CRICHTON

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Patty Hearst by MICHAEL COVENEY



This year at the
Royal Academy


Almost Free




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Brighton
Marina Award





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CHROPEAN NEWS

## Spanish Government bans meeting of Basque city council


Quiet contacts by Suarez


EEC commissioner hints at US air industry links

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Campaign against Charter 77 stepped up

## E. German protest over mission

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## European Commission to draft unemployment policy


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## FOR SAES

## Mexico raises oil reserves estimate



## Canadian consumer prices rise by $0.3 \%$

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Tanker crews criticised
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## Ford's control over Republican Party

 now seems tenuous

Date for summit after trips by Mondale
is prespyritat Ifyw


 Bein tum raiem nixum

 Miami-Paris flights



 Concorde ban sought







CAS backs fare rise



The paint you don't seethe primer-is also important in determining the life of the car body it protects.

And who has provided Ford with an advanced electrocoat primer, for the car that's 'Built to Last'?

Hoechst-through its subsidiaries Berger Paints in the UK and Stolliack in Austria.
Hoechst is one of the world's largest companies. Last year it spent over $£ 200$ million on research alone.
Hoechst in the UK employs over 8,000 people. In 1976 its UK companies had a turnover of about $£ 300$ million.

Its products in the UK, apart from decorative and industrial paints, include plastics, dyestuffs, chemicalf, ibres, pharmaceuticals, sunglasses, hair care products: perfumes.
Hoechst

## COVERSERS NEWS

Iran may withdraw troops Tax cut from Oman to calm Gulf


## Israel awaits Paris explanation





Australian payments into surplus

Rhodesia UN hearing bid




by Japan Cabinet


## PLO tops agenda in Hussein-Sadat talks

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## WORLD TRADE NEWS

## ECGD statutory limit to be increased to $£ 25 \mathrm{bn}$.



## Electronics aid plan rejected

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Tokyo car
Aford talks begti

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Halibut makes promising oil find near Thistle


## Bedford recaptures lead in heavy truck market

Ladbroke fails to gain site for 'theme' park

Sheerness car terminal scheme to go ahead



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Computer system
delayed delayed
again





## Shell plans

 chemical works for Fife coast











FTER BRITAIN'S \$3.9bn. IMF CREDIT

## Changes in borrowing rules

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## Welsh CBI attacks withdrewal of regional employment subsidy

## NOTICE OF REDEMPTION

 To the Holders ofConoco Eurofinance N. V.
8\% Guaranteed Debertures due February 15, 1985





Callaghan rejects attack on Chancellor



## Government pressed by Tories on two union issues Varley refuses to act over post ban threat



## Party leaders in clash over freed Russian

Minister takes additional post


 Job creation


Written Answers

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## Mason wants improved links with Ulster councils



## Censorship stopped Times, says Thatcher



\section*{LABOLR NEWS <br> Both white-collar unions win General Accident rights <br> |  |  |
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## Cut-price bread

## boycott spreads

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Eight union consider national strikes
rat mutimety

## Suicide to challenge union censorship, says Astor



Worker directors scheme attacked
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## Profits for British

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British Airways to seek $\mathbf{5 0 \%}$ cut in holiday fares

## Re ledmicall Page <br> golicd by arthur berrett aind teb scheeters

## Thin aluminium coatings




## Measures

- construction



## Paper costs threaten magazines

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from new
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ITISH LEYLAND'S BUS MONOPOLY CHALLENGED
Competitor emerges in Midlands


- METALWORKING

Hydraulic
furnace
charger




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## INDUSTRIAL AND BUSINESS PROPERTY



Aybucsait of new westige offices next to Guthedrah prefricts
In a prime location at the meeting-point of Peterborough's
busiest shopping streets. yet overlook ing the quiet Precincts of an 800 year old Normar Catiedral, Midgate House offers a
solendid working envircnment at a fraction of the cost of a splendad working eilvircenme
similar building in London.
Fuxh Gorgeted-Cemtrally Heated Autcmaticilifts-fitzed class
Extremely stable local workforce. Housing guaranteed for your
existing staff.
Rung timesse, Chifistates Surveyor c733.68931
or write-
Petertorough Development Corporation
PO Box 3 Touthill Close City Road
Peterborough PE1 IUS


Well fitted distinctive
modern manufacturing complex
Earstrrees Industrial Estate,
Corby, Northants.
124,000 Sq.Ft. approx.

## 39p per Sq.Ft.

14 year rent reviews, Long lease for sale. Substantiol room for expansiop. Corby Development Corporation,

9 Queen's Sa., Corby.
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WARRINGTON
[FrontingM6 Motorway]


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35 Acres with Buildings, Tankage
(170,000 Product tons). Road, Rail and Water Feeding, Loading Facilities, etc.
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Museum of London London WalI EC2
8,885 sq fftrapprox̀ Air-conditioned offices


FOR SALE
sutton colofield
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68 Freetiotd ground mODER HAISONETTES Apply to:
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BLETCHLEYG. Milton Keynes 86.700 Sa: Ft. Fricoir and Offices
FOR SALE or Might consider Leasing

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LONDON; S.W. 4
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NEWBURY, Berks.

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Single-5torey Warehnuse and offices
31 F65 Sq. ft.
TO LLT
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BEDFORD HOUSE
21a John St.WG. 32,880 sq.ft.
office heod quarters buididing TOLET

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Tel：01－6866821 Ref：RPH：

## SCOTLAND

PRIME OFFICES FOR LEASE

EDINBURGH
Approximately $3 \bar{j}, 000$ squarefiet IMPOSING GEORGIAN BUILDING being completely restoped City centre location：Adjacent principal government offices and proposed S Scottish Assembly Aivalilable Spring， 1978 INVERNESS
Town centre．Units from 600, to 10,000 square feet available New high quality building． Completion March， 1977
Central overlooking river．Approximately 25，000 square feet．New building．On－site car parining．Available Summer， 1978

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6．Wemyss Piace
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## Clive House，Windsor

Magnificently reconstructed pétiod office building prơviding
8,255 sq ft approx．

## Tobelet



Debenham Tewson \＆Chinnocks

Dubai Toronto New York Sydne


High rents have been axed at theTower

## London W／C2



Short stay tenants welcomed with low rents．





## A completely new office concept．．．

## Sixty－One Brook Street， Mayfair，LondonW1

．．．restyled to the highest standards 16，000sq ft of exceptional office accommodation to belet

Anthony Lipton\＆Co Edilier Parker


## Southwark <br> INDUSTRIALA AND BUSINESS $\cdots$ APPEARS EVERTY FRIDAY

 London SE1 76,000 square feet To Be LetAs a whole or in part
Air－conditioned Offices with 31,000 sq．ft．storage／light industrial space
Part possession now，part late 1977

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ST．ALBANS ROAD new 8 acre
industrial
development
WAREHOUSE／INDUSTRIAL UNITS FROM $10,000 / 160,000$ SQ．FT BUILT TO TENANTS SPECIFICATIONS Further Details from：－
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Immediately accessible to Piccadilly Underground Line 18，990 sq．ft．To Be Let
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W1 7，200 sq．ft．＠$£ 32,400$ p．a．
W1 • 5,900 sq．ft．©（a）$£ 36,500$ p．a．
W1 3，400 sq．ft．＠$£ 23,500$ p．a．
W1 2，500 sq．ft．＠$£ 13,500$ p．a．
W1 1，500 sq．ft．＠$£ 11,000$ p．a．
SW1 800 sq．ft．© £ 3,250 p．a．
SWl 700 sq．ft．＠£ 7，950 p．a．
WC1 2,250 ṣq．ft．© $£ 16,500$ p．a．
WCl 780 sq．ft．＠\＆ 4,300 p．a．
EC4 8,400 sq．ft．＠$£ 56,000$ p．a．
EC3 14,000 sq．ft．＠$£ 70,000$ p．a．
EC3 4，600 sq．ft．＠$£ 40,000$ p．a．
WC2 1，700 sq．ft．© $£ 8,750$ p．a．


Prime Air Conditioned
Shop Unit To Let
Eg／21 OIa Bonal Street ${ }^{-1 / H}$ FRONTAGE 50＇
GROUND FLOOR 4，100 sq ft nett LOWER GROUND $3,130 \mathrm{sq} \mathrm{ft}$ TOTAL $7,230 \mathrm{sq}$ fit SOLEAGENTS


BROMPTON ROAD S．W．${ }^{3}$ ．
FREEMOLD FOR SALE approx． $10,500 \mathrm{sq}$ ．f．
AN EXCSPTIONAL OPPORTUNITY TO PURCHASE
A FRTT－CLAAS MODERN RNEHOLO PURLING WITH YACANT POSSESSION
SHOP／SHOWRCOM／OFFICES AND
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30－40，000 sq．ft．
development clients seek an ofice user
With the bentit of an office development permit for the construction OF A NEY／SELF－CONTANEE HEADQUARTERS THE OCCUPIER WIL HANE THE OPPORTUNITY
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Craigs Court House 25Whitehall，London SW． 1

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 Approx 1s，500 Square FeetTO BE LET
on a full repairing \＆insuring lease
Further information and terms
may be obtained from：The ChieíSurv The Cityof Londen Real Property Co．Ita，


Small suites of varring sizes also
Trafalgar Sq．andVictoriaSt


## The Management Page

## IFLATION ACCOUNTING

## Why Morpeth should be simplified quickly




## $\frac{0}{c \pi}$ The paradox of discount houses

by baríy riley


## Swift reactions to smelter fire spur permanent changes

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Michael Blanden reports how Barclays Bank is developing its instalment credit business
Mercantile's re-birth
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Eamation Kubota is do'nn-to-earth about the
$\qquad$ orlo - bringing compact power into even' crop from peddy fielos to vineyards. They re bulit all over the world too, by joint conpenies Erazil. Iran. Indonesia. Malaysia and Taiwan. evcoeding our quows world, at fiubota vere



## On the other ! hand



Italy's search for a wages policy


# Swings and balances in the world coffee market 



MEN AND MATTERS


No smoking $=\left\{{ }^{2}\right.$ Property Department

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SAVILLS Commercial Property

Department's knowledge is based on over a century of experience and a close-kni
network of UK and European offices.


## Letters to the Editor

## Your <br> mener

Where savings an be made





##  <br> ,

# $n$ the <br> <br> Europe: our hopes and fears 

 <br> <br> Europe: our hopes and fears}




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Events




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The SAA Flying Hotel to Jo'burg.

Comfort all the way to Jo'burg every day.
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riendly naitre dhotel ancl his mourlatiul staff make sute you enjoy yur stas:


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Comfortall the way.
GAAAZ
South African Airways Where no one's a stranger

## COMDANTANE

Hekson \& Welch up $\mathbf{\&} 3.2 \mathrm{~m}$. to neak $£ 7.9 \mathrm{~m}$


Earnings up at Midland


## Westiand Aircraft

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Points from the Statement by the Chairman,
 RESULTS-The overall performance of the Company has improved this Limited. This is encouraging at this time of difficult trading Thelicopters fine helicopter which has already been ordered by four countries in addition to Great Britain and France. It is now entering its most active selling phase and we are confident of its future success. The turnover for
the eear of $£ 131.2 \mathrm{~m}$ exceeded that of last year by $£ 23 \mathrm{~m}$, an increase of the
$21 \%$. Exports of $£ 59.1 \mathrm{mexce}$ profit for the year amounted to $£ 9.3 \mathrm{~m}$ compared with $£ 7.2 \mathrm{~m}$ last year. an to the sums actually yayable, amounting to $£ 11 \mathrm{~m}$. No charge has been
WESTLAND HELICOPTERS-Production of the Lynx is now well Work on the uprated powerful version of the Rolls-Royce "Gem" engine is proceeding satisfactorily.
We have received instructions to proceed with the manufacture of a BRITISH HOVERCRAFT CORPORATION-Construction of the 1977. It will be operated by Hoverlloyd Limited later in the yearl proceeding on the new structure for lengthening the first British Rail SR.N4.
NORMALAIR-GARRETT improved its performance both in terms of
WESTLAND ENGINEERS-The demand for domestic garage doors
has been maintained.
PROSPECTS_"The improvements in the profitability of the helicopter company are continuing, but the extent thereof depends largely on
volume for which we need furtherexport orders. For 1976 l77 the volume for which we need further export orders. For $1976 / 77$ the
Group's sprofit, barring unforeseen circumstances, should exceed that

| Turnover | $\begin{array}{r} 1976 \\ \mathbf{f}^{\prime} 000 \\ 131,239 \end{array}$ | $\begin{array}{r} 1975 \\ \mathbf{f}^{\prime 000} \\ 108,354 \end{array}$ |
| :---: | :---: | :---: |
| Profit before tax | 9.342 | 7.204 |
| Profit after tax and minority interests | 7,692 | 3,295 |
| Earnings per share | 12.97p | 6.96p |
| Dividends | 2.85049p | 2.59135p |



Operating Companies Westland Helicopters Limited
Yeovil and Weston-super-Mare Sea King, Commandor.
Navy Lynx, Multi-role Lyn
Gazell azells.

British Hovercraft
Corgoration Limite Corporation Limited
Cowes, Isle of Wight Civil and Military ho
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$\qquad$ Yeovil
Environmental conirol
Electronic. hydraulic and
oxygenequipment for in
Westlend Engineers Limited
Industrial and Garage doois.
FPTIndustries Limited
Portsmouth, Hampshise Flexible fuel tanks.

Saunders-Roe
Develogments
Developments Limited
Hayes. Middlesex 'Betalight'
sources.

£7m. increase by English China



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## \section*{} <br> 


 problems are? and deal with them. financial services. export experts.


## 



## EXPORT EXPERTS

 control ? Do you everi know, what all the exchange Bonds. Methods and terms of payment. Discounts. Acceptance credits. ECGD facilities. Insurance. Documentation Shipping. We can advise you on every detail, have considerable experience of exporting world wide and our subsidiary, inchcape Export Ltd., is available to handie your exports, including documentation and shipping if this is required. As an authorised merchant bank we are able to offer a full range of back-up have done aready. Get in touch wiph thes have done aiready. Get in touch with theMerchant Benkerss ant Limited ": Inchcope Expport Led
(5) Cruy Duues 8 Immpay Limited




## Midway fall at Gordon

 \& Gotch



ISSUE NFWS
SHORT TAP
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THE "SHELL" TRANSPORT AND TRADING COMPANY, LIMITED

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## BIDS AND DEALS

## Tilling offers £9m. for U.S. medical group



# Saskatchewan gains in the potash battle 

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New tax agreement gives Shell
$15 \%$ dividend supplement


# M. Denton is NatWest divisiona 

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## Occidental pushes out the boat



## Qinal the tawu election

## Contestants for Jack's mantle

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by alan pike





## Financial Director

for the Main Board in London of a large Brivish public company whose science-based products find ready markers across the world.
responsibinty encomeasses the development of corpotate inancial strategy: the deployment of resources; and the control of the tinancial function in an intemanionat group thich is characterised ber a particular stele of mamagement and wherein divisions operate with a bigh measure of autonony.

The appointment calls for versatiltr and achierenent in
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Write in complete confidence
P. T. Prenrice as dusiser to the company

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## DEAN

of The City University Business School
The post, which is open to both men and retirement of Mr. Darid Glen. O.B.E.. M.A. The salary for the post is witho the rang
professors, and superannuation is in accordance With the provisions of the
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# General Manager <br> Comsillmer Credit Filumuce Middle East 

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Management Selection Limited
17 Stratton Street London W1X 6DE

## LATERNATIONAL TINANCLIS AND COMIPANY NEWS

## Peugeot-Citroen Group announces record results



## Swissair sees favourable year

##      

 DUTCH COMPANIES
## KNP expects profit

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French monopoly rules tightened

## A management awakes

##  <br> 

## MERICAN NEWS

## Chile officials move on defaulter

Deutsche BP reduces loss

## bY ROBERT UNDLE





## Wakes ancor msumanes <br> A public sector view



Mixed year for German investment trusts
austrian companies
State oil corporation plans record investment


## Kirin Brewery raises dividend

SW Match worker directors reject bid William Dellforce
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## World Value of the Dollar



## WALL STREET + OVERSEAS MARKETS

## Firm on early small bargain hunting

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## exchange Cross-rates






OVERSEAS SHARE INFORMATION NEW YORK

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## CANADA



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## Brazil seek Malagasy coffee

## Tin Agreement buffer stock exhausted



Australia still seeking deal with China

## 

Wheat crop forecast up again


## animal feed costs <br> Livestock producers face difficult year

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Argentine maize area forecast at 18-year low





## King George'sFund forSailors <br> looks after themall

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# STOCK EXCHANGE REPORT <br> Strong revival in Gilts gives equity markets a boost 

 Share index up 5.7 at $363.3-$ Many Oil features
F.T.-ACTUARIES SHARE INDICES

These endices are the joint compilatinn of the Financiai Times, The Instiaute nf Actuaries and the Faculty of Actiaries

| EQUTTY GROUPS $\ddagger$ GROUPS \& SUB-SECTIONS Fignires in parentiones on ing ripite whan minnleet wides per rection. | Thursday, January 13, 1977 |  |  |  |  | Jall |  |  |  |  | Hegiu and Lons Inis. |  |  |  |
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| $1{ }^{11}$ C CAPITAL GOODS ( 188$)$ | 36.05 | 98 | 7.03 | 7.08 | 7.03 |  |  |  |  |  |  |  |  |  |
| 2 tz , 'Building Materials (3t) |  |  | 8.32 | 6. 22 | 0.96 |  |  |  |  |  |  |  |  |  |
| 3 15, Contracting. Constretn. | 77.10 | . 04 | 6.1 | 6.16 | . 16 | t75.59.1 |  |  |  |  | 260: |  |  |  |
| $4{ }^{141}$ Eleciricals (16) ... .... | ${ }^{1} 270.00 \mid+1.6$ | 18.48 |  | 8.01 | 7.62 | 856.68 2 | 265.3 |  |  |  | ,15: |  |  |  |
| 5 15: 'Enginecring (Heavy) (12) .. | ${ }_{\text {. } 171.23}{ }^{+1.0}$ | . 62 | 7.68 | 5.03 |  |  |  |  |  |  |  |  |  |  |
| 6151 Engineering (General) 1661 | $1256.41-0.8$ | 20.84 | 2.41 | :7.09 | 7.06 |  | 126.88 |  |  |  |  |  |  |  |
| 7 ,7 'Machline and Other Toals 191 | 159.00 | 16.76 | 7.33 | ¢ 0.91 | 8.89 | 57.39 | 37.85' | 37.29 | 56.68 | 63 |  |  |  |  |
| B ו8, Miscellaneous 1221 ... | 117.22 |  |  |  |  |  |  |  |  |  |  |  |  |  |
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| 12 ,10, Lt. Electronlcs, Radlo TV (13) | 131.45 |  | 4.48 | 7.72 | 2.71 |  |  |  |  |  |  |  |  |  |
| 13.121 'Household Goods 113) |  | 24.03 | 9.43 | 6.3 |  |  |  |  |  |  |  |  |  |  |
| 14.122, Motors and Distributors 1931 |  |  |  |  |  |  |  |  |  |  | $\begin{aligned} & 8516 \\ & \hline 554 \\ & \hline 16 \end{aligned}$ |  |  |  |
| 3. CONSLMER GOODS (NONDDRABLE) (1701 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 22,14, Breveries ( ${ }^{\text {a }}$ ) | 150.65 | 16.58 | 7.90 | 9.0s | 9.05 |  |  |  |  |  | . 4 |  |  |  |
| a3 ${ }^{\text {(13) }}$, Wines and Spirlts 16 i | ${ }^{1257.33}+0.15$ | 16.04 | 7.20 | 9.57 | 9.57 |  |  |  |  |  | 120.67 12 | 24.71 |  |  |
| $24 \cdot 16{ }^{\text {a }}$ Entertainment, Caterins 1151 | 1177.73 + 1.8 | 13.17 | 7.56 | 10.06 | 9.97 |  |  |  |  |  | 11.26 | \%2. |  |  |
| 95 ،17, Food slanufacturing 1211 ...; | $\cdots$ |  | 6.07 | 7.87 | 7.74 |  |  |  |  |  | ${ }_{\text {or }}^{3}$ |  |  |  |
| 26 '18, Food Retaiting 1171 ... | .. $132.95-1.4$ | 15.5 | 6.12 | 9.30 | 9. 30 |  |  |  |  |  |  |  |  |  |
| 32 ،19, 'Xeuspapers, Publishing | 1201.84 -0.4 |  | 5.31 | 11.58 | 11.58 |  |  |  |  |  |  |  |  |  |
| 33 120, Packagns and Paper 1til) ... | . 92.25 |  |  | 7.92 |  |  |  |  |  |  | 12,20 |  |  |  |
| .21, Stores 135) | 109.79 |  | 6.50 | 10.81 |  | 109 |  |  |  |  |  |  |  |  |
| 35122. Textiles 124) | 1127.3 |  | 9.32 | 9.77 | 8.88 |  |  |  |  |  |  |  |  |  |
| 35123 , Tobaceos $131 \ldots$ | ..209.24-0.3 | 20.94 | 8.26 | 710 |  |  |  |  |  |  |  |  |  |  |
| 37 (24) Toss and Games 161 .... OTHER GROLPS 193) | $00-0.3$ |  |  |  |  |  |  |  |  |  |  |  |  |  |
| $42{ }^{1351}$ Chemicals ${ }^{1261}$ |  | . 03 | 5.60 | 9.54 |  |  |  |  |  |  |  |  |  |  |
| 44 186, Shipping (11) ... | . | a.97 | 6.39 |  |  |  |  |  |  |  |  |  |  |  |
| 45 27. Office Equipment 1s1 |  | 13.20 | 8.51 | 10.90 |  |  |  |  |  |  |  |  |  |  |
| 45 ,281, Miscellaneous (301 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |




## MONEY MARKEI

## Special Deposits cut







FINANCIAL TIMES STOCK INDICES

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## AUTHORISEDUNTTTRUSTR





## Times clash sparks row in Commons



## Colliery foremen decide to vote on early retirement

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THE LEX COLUMN First aid for the money market


Jack Jones criticised by TGWU candidate

## Transfer pricing talks net $£ 20 \mathrm{~m}$.



Free vote for Tories
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